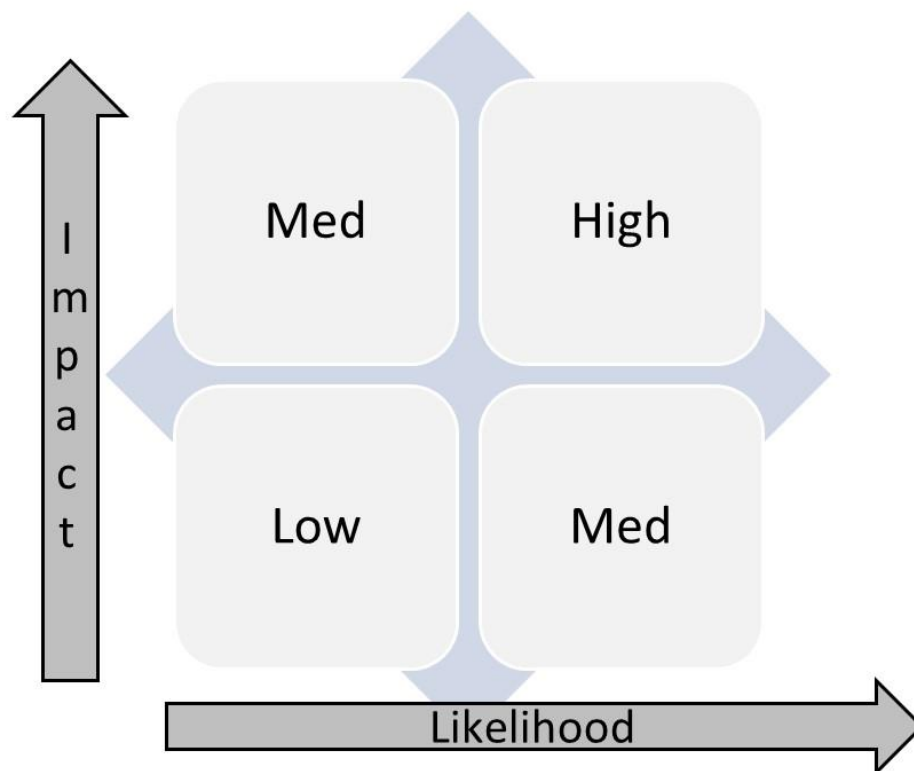




## Manage Risk

Identify the Risks: The Pre-mortem and Pre-parade

Assess the Risks



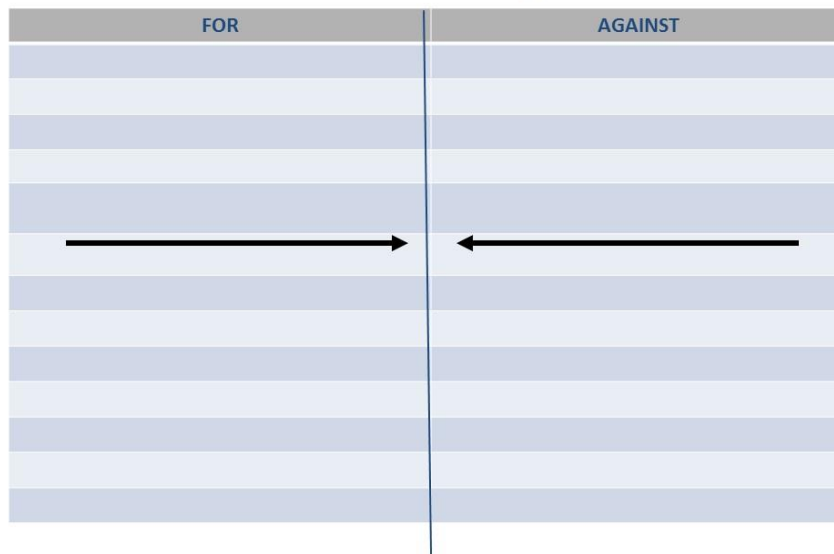
Risk Response: Avoiding (Transferring), Accepting, Reducing (Controlling), Sharing

Monitor and Control



## Manage Change

### Force Field Analysis



Create the Change Imperative – Increase Urgency<sup>1</sup>: *Find the Feeling*<sup>2</sup>

Enlist the Guiding Team: *Follow the Bright Spots*

Get the Vision and Strategy Right: *Point to the Destination, Shrink the Change*

Communicate the Change Vision: *Grow Your People and Their Identity*

Deploy the Tools of Influence: *Rally the Herd*

Empower Action: *Script the Critical Moves, Tweak the Environment*

Create Short-Term Wins, Consolidate Gains, and Produce More Wins: *Build Habits*

Keep at It: Build on the Change and Anchor It in the Culture: *Keep the Switch Going*

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<sup>1</sup> This model is from John Kotter, *Leading Change* (Boston: Harvard Business School Press, 1996).

<sup>2</sup> Italicized Principles are from Dan Heath and Chip Heath, *Switch* (New York: Broadway Books, 2010).